

Chapter 10 – Implementation Strategy

10. Introduction

This chapter outlines the strategy for implementing the comprehensive plan. The chapter begins with a statement of the goals and strategies for each of the plan elements covered in the preceding chapters: Economic Development, Transportation, Natural Resources, Historic Resources, Community Facilities and Services, Housing, and Land Use/Growth Management. The goals and strategies reflect the needs and desires identified in the preceding chapters, as well as those enumerated by the public.

Coordination is the key to assuring that plan projects and programs are successfully implemented and adverse impacts are avoided or minimized. The second part of the chapter provides an overview of the mechanisms in place to coordinate implementation of the comprehensive plan. This includes both intergovernmental and intra-governmental mechanisms such as written agreements, formal partnerships, joint meetings and work groups. The chapter concludes with the Short Term Work Program (STWP), the City's five-year plan of action for implementing the comprehensive plan.

10.1 Goals and Strategies

The following goals reflect the assessment of existing conditions and needs, the public input received and the desired future land use pattern outlined in the preceding chapters.

➤ ***Housing Goal - Provide housing choice, in a variety of price ranges, for both homeowners and renters.***

To address this goal the City needs to -

- ❑ Assemble land and vacant properties
- ❑ Provide a regulatory climate conducive to housing development in a variety of price ranges.
- ❑ Preserve the existing housing stock through repair, rehabilitation and code enforcement.
- ❑ Provide access to homeownership for first time buyers, especially low and moderate- income households.
- ❑ Increase the supply of affordable housing for low and moderate-income households.
- ❑ Partner with Community Housing Development Organizations (CHDOs) and other entities to provide affordable housing for low and moderate-income households.

Strategies that will address these needs include -

- ❑ Implement the *Target Area Master Plan* (2003)
- ❑ Provide training and capacity-building assistance to established CHDOs
- ❑ Develop and implement neighborhood improvement strategies in Sand Hills, Harrisburg and other identified areas
- ❑ Rehabilitate owner and renter housing units occupied by low and moderate-income households
- ❑ Construct affordable housing units for low and moderate-income households
- ❑ Establish homeownership counseling and training programs in cooperation with local providers
- ❑ Provide down payment assistance to first-time homebuyers
- ❑ Establish a citywide homeownership resource center (The "Home Shop")
- ❑ Capitalize the Augusta Housing Trust Fund with \$100,000 in seed funds

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- ***Economic Development Goal - Maintain the economic diversity of the community and foster a climate that is conducive to business growth and development.***

To address this goal the City needs to -

- ❑ Promote quality of life enhancements
- ❑ Attract new business and industry to the city
- ❑ Promote the growth and expansion of existing business and industry
- ❑ Retain Fort Gordon
- ❑ Provide a trained, educated labor force for new and expanding business
- ❑ Foster job creation and economic development in distressed neighborhoods
- ❑ Encourage the redevelopment of older retail shopping centers and districts
- ❑ Promote the revitalization of downtown Augusta
- ❑ Maintain data on vacant commercial and industrial properties

Strategies that will address these needs include -

- ❑ Locate appropriate new industries in the Augusta Corporate Park
 - ❑ Assure that Fort Gordon remains open by developing new missions, building more support in the metro area, and protecting the Fort from encroachment by conflicting land uses
 - ❑ Continue to offer financing programs, tax incentives and credits, and technical assistance to new and existing business and industry
 - ❑ Continue to support and advertise job training, business assistance and education programs available through the University of Georgia Small Business Development Center, CSRA Business League, Inc., Augusta Technical College, Georgia Tech Economic Development Institute and the CSRA Regional Development Center
 - ❑ Use authority granted under the Georgia Enterprise Zone Employment Act to create jobs and economic activity in distressed neighborhoods
 - ❑ Implement recommended actions in the Corridor/Gateway Action Plan
 - ❑ Implement recommended projects in the *Augusta 2000 City Center Master Plan*
 - ❑ Implement work program included in the JOBS NOW! Economic development plan for Augusta
- ***Transportation Goal – A transportation system that is accessible to all citizens, provides for the efficient movement of people, goods and services, is integrated with planned land use, and provides mode choice.***

To address this goal the City needs to -

- ❑ Promote planned improvements to the surface transportation network, including critical connections to other parts of Georgia and the Nation
- ❑ Make more efficient use of the existing surface transportation system
- ❑ Promote and support planned improvements to local airports
- ❑ Maintain and expand the local public transportation system
- ❑ Reduce or eliminate conflicts between freight railroad and vehicular traffic
- ❑ Promote passenger rail service to/from Augusta

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- ❑ Increase the number and extent of bicycle and pedestrian facilities
- ❑ Improve access to/use of transportation facilities by the handicapped and disabled

Strategies that will address these needs include –

- ❑ Implement transportation improvement projects in the Augusta Regional Transportation Study (ARTS) *Long Range Transportation Plan* and *Transportation Improvement Program*
 - ❑ Support completion of the remaining segments of the Savannah River Parkway and Fall Line Freeway
 - ❑ Implement transportation improvement projects in the City's SPLOST-funded Construction Work Program
 - ❑ Implement projects in the ARTS *Advanced Transportation Management System (ATMS) Master Plan* (February 2002)
 - ❑ Implement applicable improvement projects at Augusta Regional Airport and Daniel Field
 - ❑ Implement rail relocation projects in cooperation with the railroads and other stakeholders
 - ❑ Promote the implementation of commuter and intercity rail passenger service through Augusta
 - ❑ Implement projects in the *Augusta Public Transit, Transit System Analysis* (November 2001)
 - ❑ Implement projects in the ARTS *Bicycle and Pedestrian Plan* (January 2003)
- **Community Facilities and Services Goal** -Provide public facilities and services that meet the needs of residents and businesses, enhance the quality of life, and protect natural resources.

To address this goal the City needs to -

- ❑ Expand municipal water and sewer systems in accordance with established plans.
- ❑ Adjust the location of fire stations in response to shifts in residential and commercial development patterns, and to replace outdated fire stations.
- ❑ Make improvements to roads and bridges that enhance safety, reduce congestion and respond to expected growth patterns.
- ❑ Maintain and expand alternative modes of transportation and encourage connections between modes of transportation
- ❑ Work with the Board of Education to maintain existing public schools and facilitate the development of new ones in appropriate locations.
- ❑ Provide and maintain recreation and park facilities that meet the needs of residents and visitors, contribute to economic development, and help protect natural resources.
- ❑ Provide alternative modes of transportation that meet the needs of those without automobiles, connect neighborhoods to schools and workplaces, and enhance recreation opportunities.
- ❑ Support cultural and entertainment facilities that enhance the quality of life and contribute to tourism and economic development.
- ❑ Employ solid waste management practices that reduce the amount of waste going to the city landfill each year.
- ❑ Provide law enforcement facilities and services that protect the health, safety and welfare of residents, businesses and institutions.
- ❑ Make the Greenspace Plan an integral part of the city's land use plan.

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Strategies that will address these needs include -

- ❑ Implement improvements to the water and sewer systems in accordance with the Master Plan 2000 for Waster and Wastewater Systems, 2000, and any subsequent amendments to the plan.
- ❑ Implement road, bridge and drainage improvement projects included in the Construction Work Program for the City's Special Purpose Local Option Sales Tax Program
- ❑ Implement road, bridge, transit, enhancement, and related projects included in the Transportation Improvement Program for the Augusta Regional Transportation Study
- ❑ Make improvements to public safety facilities (police, fire, jail, EMS) as necessary to accommodate increased demand.
- ❑ Implement recreation and park projects included in the City's Special Purpose Local Option Sales Tax Program
- ❑ Acquire properties, or interests in properties, through donation, conservation easements or purchase for the Community Greenspace Program.
- ❑ Coordinate the Community Greenspace Program with the activities of other stakeholders, such as the Augusta Canal Authority, Phinizy Swamp Nature Park, and the Recreation and Parks Department

➤ *Historic Resources Goal* - Preserve historic resources and make them an integral part of tourism, economic development, neighborhood revitalization and heritage education.

To address this goal the City needs to -

- ❑ Establish procedures for ongoing identification, nomination and protection of historic resources.
- ❑ Implement strategies for preserving and enhancing historic residential neighborhoods.
- ❑ Implement strategies for revitalizing and preserving the downtown historic district.
- ❑ Establish or continue monetary incentives for the preservation of historic resources.
- ❑ Continue programs and initiatives that improve the appearance of historic neighborhoods and the downtown historic district.
- ❑ Develop heritage education programs for children and adults.

Strategies that will address these needs include -

- ❑ Nominate new properties and districts to the National Register and to the Georgia Register of Historic Places.
- ❑ Designate additional local historic districts and properties.
- ❑ Provide property owners and investors with information
- ❑ Partner with neighborhood associations to increase public awareness about the history and significance of older neighborhoods.
- ❑ Partner with Main Street Augusta and the Downtown Development Authority to continue revitalization of historic downtown Augusta.
- ❑ Continue to offer financial incentives to rehabilitate the facades of historic commercial buildings.
- ❑ Encourage residential development in the upper floors of historic commercial buildings.
- ❑ Offer incentives for rehabilitating and reoccupying vacant, historic residential structures.
- ❑ Develop design guidelines for any newly designated historic districts.

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- ❑ Continue to improve the aesthetics of historic districts with signage, lighting, landscaping and other public improvements.
- ❑ Establish heritage education as part of the curriculum in local schools.
- ❑ Reassess the local historic district designation and/or design guidelines for the Bethlehem neighborhood.

➤ ***Natural Resources and Greenspace Goal - Protect natural resources and use them as appropriate to provide recreation opportunities, educate the public and increase tourism. Use Green space to protect natural resources, provide additional recreation resources and enhance the quality of life for all.***

To address this goal the City needs to -

- ❑ Preserve and enhance water quality in the Savannah River and along creeks and tributaries
- ❑ Protect floodplains and wetlands
- ❑ Reduce soil erosion
- ❑ Reduce non-point source pollution of groundwater and surface water sources
- ❑ Assess the health of local watersheds and develop procedures to maintain the water quality in the Savannah River and local creeks and tributaries

Strategies that will address these needs include -

- ❑ Acquire properties, or interests in properties, through donation, conservation easements or purchase for the Community Greenspace Program
 - ❑ Encourage the expansion of the 400-acre wetlands mitigation bank on Merry Land property as credits are sold
 - ❑ Implement Best Management Practices included in the Augusta-Richmond County Watershed Assessment
 - ❑ Develop a Watershed Protection Plan
 - ❑ Organize and implement education and outreach programs related to water pollution and water quality issues
 - ❑ Detect and eliminate illicit discharges into local creeks and tributaries
 - ❑ Encourage the continuation of voluntary actions by citizens, agencies and organizations related to water protection and water quality
- ***Growth Management / Land Use Goal - Promote a land use pattern that accommodates growth and revitalization while protecting established residential areas and natural resources.***

To address this goal the City needs to -

- ❑ Accommodate additional residential, commercial and industrial development in the areas designated on the Future Land Use map.
- ❑ Protect residential areas from encroachment by conflicting commercial, industrial and institutional land uses
- ❑ Encourage the revitalization of older neighborhoods
- ❑ Encourage infill housing in older neighborhoods
- ❑ Protect established neighborhoods from commercial encroachment

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- ❑ Encourage more pedestrian-friendly development throughout the city

Strategies that will address these needs include -

- ❑ Ensure that all necessary utilities are available to a site before development is approved
- ❑ Grant setback variances to allow infill housing on vacant lots
- ❑ Increase the minimum lot size in agricultural zones to discourage sprawl and the conversion of agricultural land to other uses
- ❑ Restrict commercial zoning in rural areas to identified nodes
- ❑ Identify additional areas currently zoned Agricultural for conversion to One-family Residential Zones
- ❑ Periodically (generally once every 5 years) review entire zoning map to identify and rezone parcels that are inconsistent with the comprehensive plan (i.e. future land use) and the surrounding zoning and land use patterns. The following criteria will be used to identify candidate parcels for rezoning:
 - Zoning classification is clearly inconsistent with the Comprehensive Plan
 - Zoning classification is clearly inconsistent with the surrounding zoning pattern
 - Zoning classification is clearly inconsistent with the surrounding land use pattern
 - Current use of the property could occur at a lesser zoning classification
 - No plans for development of the property, dependent on current zoning classification, have been submitted
 - Zoning classification has been in place for more than 18 months; and
 - Development of the property consistent with the current zoning classification poses a significant threat to the surrounding area

10.2 Coordinated Implementation

Coordination will be vital to the successful implementation of the Comprehensive Plan. Intergovernmental coordination will involve such as activities as explaining the vision for the future of Augusta to others in the metropolitan area, sharing information about projects and activities in the Short Term Work Program, participating in intergovernmental forums and programs, and assessing the potential impact of projects on adjacent communities. Some of the primary intergovernmental coordination tools include the following:

- **Service Delivery Strategy** – In 1999, Augusta-Richmond County, Hephzibah and Blythe developed a Service Delivery Strategy (SDS) in compliance with the Georgia Service Delivery Strategy Law (House Bill 489 – 1997). The adopted SDS includes a summary of service delivery agreements among the three local governments, copies of applicable agreements and contracts, and maps of applicable service delivery areas. The SDS is designed to promote effectiveness, cost efficiency, and funding equity in the delivery of essential public services. The SDS also includes an Agreement to Resolve Land Use Classification Disputes. The agreement spells out an intergovernmental review process for proposed zoning or land use map changes affecting property within 1,000 feet of a common boundary.
- **Developments of Regional Impact** - The City carries out the applicable responsibilities for intergovernmental review for Developments of Regional Impact (DRIs) as required under the Georgia Planning Act of 1989. DRIs are defined as large-scale developments that are likely to have

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effects outside of the local government jurisdiction in which they are located. The DRI review process is designed to improve communication between affected governments and to provide a means of revealing and assessing potential impacts of large-scale developments before conflicts relating to them arise.

- **Regionally Important Resources** - The City carries out the applicable responsibilities for intergovernmental review for Regionally Important Resources (RIRs) as required under the Georgia Planning Act of 1989. A RIR is a natural or historic resource that is of sufficient size or importance to warrant special consideration by the local governments having jurisdiction over that resource. The Augusta Canal National Heritage Area is a designated RIR. A management plan for the Canal is in effect. Activities sponsored by the City that may have an impact on the Canal, such as issuing a permit or building a public facility, are subject to intergovernmental review for consistency with the management plan.
- **Regional Planning and Development** – The City participates in a wide variety of regional planning activities related to transportation, economic development, water quality, land use and other issues. The City has been a part of the Augusta Regional Transportation Study since its inception in the mid-1960s. The City is a long-time member of the CSRA Regional Development Center and the CSRA Unified Development Council, and recently joined the CSRA Unified Development Authority. The City is also joining with Burke and Columbia Counties to form the Greater Regional Partnership for Economic Development. The partnership would be set up separately from the Augusta Metro Chamber of Commerce and would focus on recruiting new industry and expanding existing businesses. The City recently participated in a regional water quality assessment project covering the Savannah River Basin, and is partnering with four adjacent counties to study the feasibility of a regional “Recovered Materials Processing Facility” for recyclable materials.

It will also be important for city departments and local stakeholders to work together to implement the plan. Several city departments and other agencies work together to review all subdivision plans and site plans for compliance with applicable ordinances and regulations. Many of the same agencies, as well as the local development community, are represented on the Subdivision Regulation Review Committee. The committee meets quarterly and coordinates any updates or amendments to the 17 "Development Documents" regulating development in Augusta. Quarterly meetings are held to review the status of SPLOST funded projects, giving city departments an opportunity to share information and coordinate activities. The City also works closely with the Richmond County Board of Education in evaluating sites for new schools.

10.3 Short Term Work Program

The Short Term Work Program (STWP) is included at the end of this chapter. The STWP lists the specific actions that the City and other community stakeholders will undertake during each of the next five years to implement the approved comprehensive plan. The STWP is designed to address community needs and implement the plan strategies. STWP projects are grouped by major functional category (e.g. Housing, Transportation, Community Facilities and Services). Projects include capital improvements planned by the City, administrative or regulatory changes to be made by the City, activities to be undertaken by the private and/or non-profit sectors, and activities involving public/private partnerships. Each project description includes the time frame for implementation, the responsible party or parties, the estimated cost, and the potential fund source or sources.

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10.4 Plan Amendments and Updates

Community planning is a continuous process and the Comprehensive Plan will be amended and updated in accordance with the Minimum Planning Standards. The City will monitor change in such areas as housing, population, employment, and land use, and amend the plan in response to such changes. The City will consult with the CSRA Regional Development Center in determining whether a proposed amendment to the Comprehensive Plan is a major or minor amendment. Depending on the scope and extent of the change, the City will complete either a minor or major plan amendment to the plan.

The City will also update the STWP every five (5) years and, in accordance with an agreement with the Georgia Department of Community Affairs, update the Comprehensive Plan in five years (2008). Thereafter, the Comprehensive Plan will be updated, at a minimum, every ten years. Amendment and updates will be completed in accordance with the applicable submittal, review and public participation procedures.

10.4.1 Minor Plan Amendment

A minor plan amendment will be triggered by changes that are purely local in nature and do not affect another local government. The Augusta Commission will adopt a minor amendment at any time during the year, and send a summary of such action to the CSRA Regional Development Center on an annual basis.

10.4.2 Major Plan Amendment

A major amendment will be triggered by significant changes that alter the basic tenets of all or part of the Comprehensive Plan or potentially affect another local government. Examples of significant changes include: (1) changes of 10% or more in the population (increase or decrease) on which the plan is based; (2) changes in the Future Land Use Map that propose more intense or dense uses located in close proximity to an adjoining local government; (3) and changes in the planned location of public facilities (water, sewer, transportation) to areas not previously projected to receive such facilities.

10.4.3 Short Term Work Program Update

Augusta –Richmond County will update the STWP every five years. The next STWP will therefore cover the years 2008-2012. In keeping with the Minimum Planning Standards, the STWP update will include a list of projects for the subsequent five-year period, and report of plan accomplishments that identifies the status of each activity in the current STWP. The report of accomplishments will classify projects in one of four categories: completed, underway, postpone, or deleted. A minimum of one public hearing will be held to inform the public of the City’s intent to update the STWP and to receive suggestions and comments on the proposed update.

10.4.4 Comprehensive Plan Update

In accordance with a memorandum from the Georgia Department of Community Affairs dated April 17, 2001, Augusta-Richmond County will complete the next full update of its Comprehensive Plan in five years (2008). Thereafter the plan will be updated, at a minimum, every ten years. After five years,

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in 2013, the City will determine if the Comprehensive Plan warrants a major update based on the extent of change that has occurred by then. If changes have occurred and not been included in the Plan through amendments, then a complete update will be undertaken in accordance with the Minimum Planning Standards.

10.4.5 Annual Monitoring of Comprehensive Plan

The Comprehensive Plan will be monitored on an annual basis. The Augusta-Richmond County Planning Commission will prepare a written report for the Augusta Commission summarizing, at a minimum, changes in the number of housing units, population estimates, land absorbed by residential and non-residential development, rezoning in relation to the Future Land Use Map, and status of projects in the Short Term Work Program. The results of the monitoring will be used to decide whether or not to make minor and major amendments to the plan.

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SHORT TERM WORK PROGRAM: 2003-2007

AUGUSTA-RICHMOND COUNTY

Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2003	2004	2005	2006	2007			
LAND USE / GROWTH MANAGEMENT								
Identify areas of potential development for conversion from Agricultural zoning to Residential zoning	■	■				City Commission, Planning Commission	Staff Time	City
Identify areas with a majority of manufactured housing and rezone to Residential or R-MH		■	■			City Commission, Planning Commission	Staff Time	City
Inventory location and amount of vacant space in strip commercial centers		■				Planning Commission	Staff Time	City
Update zoning map to reflect Comprehensive Plan, existing land use and other relevant considerations	■				■	City Commission, Planning Commission	Staff Time	City
Update local zoning and development ordinances as necessary to achieve quality growth	■	■	■	■	■	City Commission, Planning Commission	Staff Time	City
Address growth management issues through use of the Georgia Quality Growth Partnership's <i>Smart Growth Toolkit</i>	■	■	■	■	■	City Commission, Planning Commission	Staff Time	City
Promote cooperation with adjacent communities and Fort Gordon regarding land use and re-zoning actions	■	■	■	■	■	City, Fort Gordon and adjacent communities	Staff Time	City, Fort Gordon
Participate in joint land use study with Fort Gordon	■	■				City, Fort Gordon	Staff Time	City, Fort Gordon
HOUSING								
Continue to implement modernization projects at Housing Authority sites	■	■	■	■	■	Augusta Housing Authority (AHA)	\$24,470,785	HUD

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Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2003	2004	2005	2006	2007			
Rehabilitate 275 housing units for low income homeowners	■	■	■	■	■	HND	\$6,475,000	HUD, Program Income
Rehabilitate 150 housing units for low income renters	■	■	■	■	■	HND	\$2,250,000	HUD, Program Income
Complete emergency repairs on 75 housing units occupied by low income households	■	■	■	■	■	HND	\$375,000	HUD, Program Income
Provide downpayment assistance to 100 first-time homebuyers	■	■	■	■	■	HND	\$125,000	HUD
Demolish 50 dilapidated housing units and rebuild new units on site for low income homeowners	■	■	■	■	■	HND	\$2,283,000	HUD
Establish Redevelopment Organization to coordinate all projects per the <i>Target Area Master Plan</i> (2003)	■					HND	N/A	City
Implement new and renovated housing projects in inner-city target area per the <i>Target Area Master Plan</i> (2003)	■	■	■	■	■	City, CHDOs, Private Developers	N/A	Various, including local housing trust fund
Implement economic development programs in inner-city target area per <i>Target Area Master Plan</i> (2003)		■	■	■	■	City, GMCA, MCG, Private Sector	N/A	Bonds, tax credits, private, Section 108 loan
Implement “quality of life enhancements” in inner-city target area per <i>Target Area Master Plan</i> (2003)		■	■	■	■	City, Institutional Partners, Private Sector	N/A	Bonds, tax credits, private, Section 108 loan
Implement code enforcement program in the inner-city target area per <i>Target Area Master Plan</i> (2003)	■					Augusta License & Inspection Department	N/A	City
Use the Augusta Land Bank to acquire tax delinquent and abandoned properties per <i>Target Area Master Plan</i> (2003)	■	■	■	■	■	Land Bank Authority, Law Department	N/A	Bond funds, CDBG, City

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Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2003	2004	2005	2006	2007			
ECONOMIC DEVELOPMENT								
Attract industry to the Augusta Corporate Park	■	■	■	■	■	County Development Authority, Chamber, City	Staff Time	County Develop Auth., Chamber, City
Implement downtown revitalization projects through public-private partnerships	■	■	■	■	■	City, DDA, AT, Private	N/A	City, DDA, AT, Private
Implement enhancement projects on gateways into the city	■	■	■	■	■	City, GAP, Chamber, Private	N/A	City, GAP, Chamber, Private
Create a Business Improvement District (BID) in downtown Augusta	■					BID Steering Committee, DDA, City	N/A	Property Tax in the BID
Complete and open Augusta Canal Interpretive Center	■					Augusta Canal Authority	\$3,000,000	Augusta Canal Authority
Designate and market additional enterprise zones	■	■				Housing & Neighborhood Development Department	Staff Time	City
Attract new missions / partnerships to Fort Gordon	■	■	■	■	■	Fort Gordon, Chamber, City, CSRA Alliance for Fort Gordon	N/A	City, Private Sector, Others
Develop a BioBusiness Center on a small site proximate to the Medical Center. BioBusiness Center to be an incubator for start-up companies.	■	■	■	■	■	Georgia Medical Center Authority, MCG	\$3,000,000	Georgia Medical Center Authority
Explore alternative sites for a Biomedical Research and Technology Park	■	■	■	■	■	Georgia Medical Center Authority	Staff Time	Georgia Medical Center Authority

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Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2003	2004	2005	2006	2007			
HISTORIC RESOURCES								
Issue Certificates of Appropriateness for 300 projects in local historic districts	■	■	■	■	■	Historic Preservation Commission	Staff Time	City, Historic Augusta, Inc.
Complete restoration of Joseph Lamar House	■	■				Historic Augusta, Inc.	\$1,147,900	City, State, Historic Augusta, Inc., Private Donations
Complete historic resource survey of Pinch Gut National Register District	■					City, Consultant	\$9,166	DNR, City
Complete Historic Structure Assessment – Appleby Library Outbuilding		■				City, Consultant	\$10,000	DNR, City
GREENSPACE AND NATURAL RESOURCES								
Continue to participate in the Georgia Greenspace Program and protection of environmentally sensitive lands as open space	■	■	■	■	■	Central Savannah River Land Trust, City	N/A	State, City, Private Sector
Develop a greenway along the river levee linking downtown to Phinizy Swamp Nature Park. Link to Augusta Canal and North Augusta trails.	■	■	■	■	■	Central Savannah River Land Trust, City	\$1,560,259	State, City, Private Sector
Develop Butler Creek Greenway*			■	■		City	\$5,000,000	SPLOST Phase V

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Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2003	2004	2005	2006	2007			
Implement recommendations for community outreach, long-term stream monitoring, & sewer system maintenance & procedural improvements contained in the <i>Augusta Watershed Assessment Report (Jan. 2003)</i>	■	■	■	■	■	APW&E, AUD, Augusta Watershed Roundtable, Consultant, Planning Commission	\$500,000	State, City, Private Sector, Non-profits
Develop Early Action Plan to meet federal air quality standards. Incorporate into State Implementation Plan	■	■	■			GA EPD, City, Various Stakeholders	Staff Time	State, City
Implement emission reduction strategies to demonstrate compliance with federal air quality standards				■	■	GA EPD, City, Various Stakeholders	N/A	State, City, Private Sector
Support implementation of the Phinizy Swamp Park Master Plan (buildings, education, research, land management)	■	■	■	■	■	Southeastern Natural Sciences Academy, Private, City, School Systems	N/A	City, Grants, Private donations
COMMUNITY FACILITIES AND SERVICES								
Complete water & sewer projects funded by Series 2000 Bonds	■	■	■	■	■	AUD	\$90.127 M	Series 2000 Bonds
Complete / Initiate water & sewer projects funded by Series 2002 Bonds	■	■	■	■	■	AUD	\$130 M	Series 2002 Bonds
Select site, design and construct a new Judicial Center	■	■	■	■	■	City, Court Officials	\$74 M	SPLOST Phases II, IV, & V
Select site, design & construct new municipal administrative building *		■	■	■	■	City	\$20 M	SPLOST Phase V
Select site, design & construct new main branch of Augusta Regional Library		■	■	■	■	City	\$15 M	SPLOST Phases IV & V, Private

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Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2003	2004	2005	2006	2007			
Design & construct new facility for Public Works and Utilities Departments	■	■	■			APW&E, AUD	\$19.5 M	SPLOST Phase V, Bonds
Complete construction of new animal control center	■					APW&E	\$2.080 M	SPLOST
Design & construct new building for federal agencies, U.S. Bankruptcy Court, U.S. Attorney, etc.	■	■	■			GSA, City	\$20 M	Federal
Design & construct new regional coliseum*		■	■	■	■	City, Private, Other Local Governments	\$89.7 M	SPLOST Phase V, State, Private
Select site, design and construct new exhibit hall and trade center *	■	■	■	■	■	City, CVB	\$20 M	SPLOST Phase V
Select site, design & construct new performing arts center *	■	■	■	■	■	City, Arts Council	\$55.0 M	Public, Private
Design & construct new pod at the Phinizy Road Jail *		■	■			City, Sheriff's Department	\$4.5 M	SPLOST Phase V
Complete construction of 5 new fire stations at various locations	■	■				Fire Department	\$6.6 M	SPLOST Phase IV
Complete construction of Brookfield Park	■					Recreation and Parks Department	\$1.2 M	SPLOST Phase IV
Complete construction of Sand Hills Park	■	■				Recreation and Parks Department	\$1.08 M	SPLOST Phase IV
Complete design and construction of library and community center at Diamond Lakes Park	■	■				Recreation and Parks Department	\$5.8 M	SPLOST Phase IV
Upgrade existing parks as detailed in the Recreation and Parks Capital Improvements Plan. *	■	■	■	■	■	Recreation and Parks Department	N/A	SPLOST Phase V
ARC drainage improvements, Phase I	■	■				APW&E	\$1,458,750	SPLOST Phase III
ARC drainage improvements, Phase II	■	■				APW&E	\$84,100	SPLOST Phase III

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Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2003	2004	2005	2006	2007			
Bungalow Rd. drainage improvements	■	■				APW&E	\$2,131,780	SPLOST Phase III
Engineer and complete East Boundary St. drainage improvements	■	■				APW&E	\$1,167,000	SPLOST Phase IV
Green Meadows drainage improvements	■	■				APW&E	\$200,000	Local
Repair and replace exterior finishes on JLEC	■	■				APW&E	\$500,000	SPLOST Phase IV
Replace roofing on JLEC	■	■				APW&E	\$350,000	SPLOST Phase IV
Phinizy Rd. Jail - install lightning protection equipment	■					APW&E	\$250,000	SPLOST Phase IV
Raes Creek, Sec. III drainage improvements – Lake Olmstead to Berckmans Rd.	■	■				APW&E	\$880,000	SPLOST Phases I & II
Complete Regional Flood Control Feasibility Study	■					APW&E, US Army Corps of Engineers	\$1,637,649	SPLOST Phases I & III
Skinner Mill Rd. culvert extension	■					APW&E	\$156,100	SPLOST Phase II
Travis Rd./Plantation Rd. drainage improvements		■	■			APW&E	\$2,361,000	SPLOST Phase III
Woodlake drainage improvements	■	■				APW&E	\$939,000	SPLOST Phase III
Complete Phase II public school construction, renovation and expansion projects.	■	■	■	■	■	RCBOE	\$162 million	Sales Tax
TRANSPORTATION								
Implement projects in the Augusta Regional Airport Master Plan	■	■	■	■	■	Augusta Aviation Commission	N/A	Federal
Activities (engineering, land acquisition, etc.) related to relocating NS Railroad mainline off of 6 th Street right-of-way. *	■	■	■	■	■	City, North Augusta, Railroads	70,000,000	Federal, SPLOST Phase V, South Carolina

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Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2003	2004	2005	2006	2007			
Establish transportation control center within new public works/utilities building		■	■			APW&E	1,200,000	FHWA, GDOT
Widen Walton Way Ext./Davis Rd. from 2 to 4 lanes from Skinner Mill Rd. to Columbia Co. Includes ½ diamond interchange @ I-20		■	■	■		GDOT, APW&E	\$14,004,241	FHWA, GDOT
Reconstruct I-20 @ I-520 Interchange				■	■	GDOT, APW&E	\$85,672,660	FHWA, GDOT
Widen Alexander Drive from 2 to 4 lanes from Washington Rd. to River Watch Pkwy.					■	GDOT, APW&E	\$6,850,027	FHWA, GDOT SPLOST Phase III
Acquire right-of-way and complete drainage improvements on I-20 @ Crane Creek			■	■	■	GDOT	\$9,047,000	FHWA, GDOT
Complete design and start construction for widening of I-20 from 4 to 6 lanes from Belair Rd. to River Watch Pkwy.				■	■	GDOT	\$2,021,000 (PE) \$31,307,000 (CST)	FHWA, GDOT, SPLOST Phase III
Acquire right-of-way to widen 15 th St./MLK Blvd. from Government St. to Milledgeville Rd.				■	■	GDOT, APW&E	\$1,350,000	FHWA, GDOT
Acquire right-of-way to widen Wrightsboro Rd. from 2 to 4 lanes from Jimmie Dyess Pkwy. to I-520 SB ramp		■	■			GDOT, APW&E	\$5,540,000	FHWA, GDOT, SPLOST Phase III
Widen bridge on Windsor Spring Rd. @ NS Railroad from 2 to 4 lanes					■	GDOT, APW&E	\$967,000	FHWA, GDOT, SPLOST Phases III & IV
Widen bridge on Windsor Spring Rd. @ Spirit Creek from 2 to 4 lanes				■		GDOT, APW&E	\$648,000	FHWA, GDOT, SPLOST Phases III & IV
Acquire right-of-way & widen Windsor Spring Rd. from 2 to 4 lanes from Willis Foreman Rd. to Tobacco Rd.				■	■	GDOT, APW&E	\$10,825,000	FHWA, GDOT, SPLOST Phases III & IV

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Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2003	2004	2005	2006	2007			
Acquire right-of-way & widen Windsor Spring Rd. from 2 to 4 lanes from Willis Foreman Rd. to SR 88 in Hephzibah				■	■	GDOT, APW&E	\$8,686,000	FHWA, GDOT, SPLOST Phases III & IV
Acquire right-of-way & construct St. Sebastian / Greene St. Ext. in vicinity of CSX Railroad & 15 th St.		■	■	■	■	GDOT, APW&E	\$15,771,000	FHWA, GDOT
Railroad Street slope repair		■				APW&E	\$289,500	SPLOST Phase III
Complete preliminary engineering for widening of I-520 from 4 to 6 lanes from Gordon Hwy. to Deans Bridge Rd.				■	■	GDOT	\$200,000 (PE)	FHWA, GDOT SPLOST Phase III
Intersection improvements on Mike Padgett Hwy. (SR 56) @ New Goshen Rd. & Goshen Industrial Blvd.	■	■				GDOT, APW&E	\$543,000	FHWA, GDOT, SPLOST Phase III
15 th St. (SR 4) intersection improvements @ Central Ave.	■	■			■	GDOT	\$117,000	FHWA, GDOT
Peach Orchard Rd. (SR 121) intersection improvements @ Windsor Spring Rd.	■	■				GDOT, APW&E	\$810,700	FHWA, GDOT, SPLOST Phase II
Traffic signal upgrades @ 13 locations (8 on SR 104, 3 on SR 232 & 2 off-system)	■	■				GDOT	\$900,000	FHWA, GDOT
Traffic engineering, Phase II- add turn lanes, accel/decel lanes & signal adjustments at various locations		■	■			APW&E	\$505,000	SPLOST Phase III
Widen Warren Rd., from Washington Rd. to Warren Bridge Rd., and install sidewalks and storm drains. Realign Warren Rd. intersection @ Washington Rd. & Beverly Heights Drive	■	■				APW&E	\$2,362,000	SPLOST Phase III

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Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2003	2004	2005	2006	2007			
Design & construct intersection improvements on Washington Rd @ Boy Scout Rd. & Center West Pkwy.	■	■	■			APW&E	\$752,000	SPLOST Phase IV
Windsor Spring Rd. improvements from Peach Orchard Rd. to Wyman St. to Old Louisville Rd.	■	■				APW&E	\$2,133,000	SPLOST Phases I & III
Wrightsboro Rd. widening, Phase I from Augusta West Parkway to Marks Church Rd.	■	■	■			APW&E	\$2,782,000	SPLOST Phase IV
Complete Augusta Canal Multi-use Trail, Phase II	■	■				GDOT, Augusta Canal Authority	\$1,250,000	GDOT, Augusta Canal Authority
Complete rehabilitation of Augusta Canal Headgates & locks	■	■				GDOT, Augusta Canal Authority	\$1,120,750	GDOT, Augusta Canal Authority
Complete construction of two replica Petersburg boats for use on Augusta Canal	■					GDOT, Augusta Canal Authority	\$772,000	GDOT, Augusta Canal Authority
Complete rehabilitation of historic structures at Augusta Canal Headgates	■	■				GDOT, Augusta Canal Authority	\$942,304	GDOT, Augusta Canal Authority
Develop multiuse facility on the Savannah River levee from Gordon Highway to Sand Bar Ferry Rd. Project # R51				■	■	City, ARTS	\$816,326	Federal, Local
Widen Peach Orchard Rd. from 2 to 4 lanes with median from SR bb to Burke Co.		■	■	■		GDOT	\$21,298,000	FHWA, GDOT
Widen Barton Chapel Rd. from 2 to 3 lanes from Glenn Hills Dr. to Barton Chapel Rd. (Barton Chapel Rd. Phase II)	■	■				APW&E	\$2,896,000	SPLOST Phase II

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Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2003	2004	2005	2006	2007			
Extend Bobby Jones Exp. (I-520) from Laney-Walker Blvd. to Savannah River	■	■				GDOT	\$7,830,000	FHWA, GDOT
Engineer and install downtown traffic signal & lighting upgrades – Broad St. area	■	■				APW&E	\$2,323,000	SPLOST Phase IV
Engineer and install downtown traffic signal & lighting upgrades – Telfair St. area	■	■				APW&E	\$1,300,000	SPLOST Phase IV
Engineer, acquire right-of-way & widen Marvin Griffin Rd. from 2 to 4 lanes from Mike Padgett Hwy. to Doug Barnard Pkwy.	■	■	■	■		APW&E	\$3,467,000	SPLOST Phases II & III
Widen Morgan Rd. from Tobacco Rd. to Deans Bridge Rd.	■	■				APW&E	\$2,340,000	SPLOST Phases I & III
Engineering and design of widening of Old Savannah Rd./Twiggs St. from 6 th Ave. to Nicholas St.	■					APW&E	\$136,000 (PE)	SPLOST Phase III
Acquire right-of-way and relocate utilities for Parham Rd. improvements from Gordon Hwy. to Columbia Co.	■	■				APW&E	\$9,500	SPLOST Phase II
Paving Various Roads, Phase VIII	■	■	■	■	■	APW&E	N/A	SPLOST Phase III, & IV
Engineer, acquire right-of-way & widen Belair Road from Wrightsboro Rd. to Jimmie Dyess Pkwy.	■	■	■			APW&E	\$2,361,000	SPLOST Phase III
Widen Bungalow Road from Richmond Hill Rd. to Peach Orchard Rd.	■	■				APW&E	\$2,131,780	SPLOST Phase III

Note: Projects with an asterisk (*) are contingent on being included on the SPLOST Phase V project list

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KEY TO ABBREVIATIONS:

- FHWA – Federal Highway Administration
- HUD – Housing and Urban Development Department
- GSA – General Services Administration
- GDOT – Georgia Department of Transportation
- GA EPD – Georgia Environmental Protection Division
- MCG – Medical College of Georgia
- City – City of Augusta
- AT – Augusta Tomorrow
- RCBOE – Richmond County Board of Education
- AHA – Augusta Housing Authority
- APW&E – Augusta Public Works & Engineering Department
- AUD – Augusta Utilities Department
- HND – Augusta Housing & Neighborhood Development Department
- CVB – Augusta Metro Convention & Visitors Bureau
- Chamber – Augusta Metro Chamber of Commerce
- GAP – Greater Augusta Progress
- ARTS – Augusta Regional Transportation Study
- Arts Council – Greater Augusta Arts Council